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Research By-Product

CRITICAL COMBAT PERFORMANCES,
KNOWLEDGES, AND SKILLS REQUIRED OF THE
INFANTRY RIFLE PLATOON LEADER

Human Maintenance Under Campaign Conditions

by

Frank L. Brown and T. O. Jacobs

16 October 1967

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Work Unit LEAD: Work Sub-Unit I

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of the Department of the Army.

HumRRO Division No. 4
(Infantry)

The George Washington University
HUMAN RESOURCES RESEARCH OFFICE
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FOREWORD

Work Unit LEAD has as its objective the improvement of officer training in the critical skills required for effective combat leadership in small infantry platoons, and is being conducted by the Human Resources Research Office at Fort Benning, Georgia, under the sponsorship of the U.S. Continental Army Command.

In Sub-Unit I, performances, knowledges, and skills required of the leader of an infantry rifle platoon are being identified and categorized according to 46 comprehensive subject areas. This document details the requirements in the area of human maintenance under campaign conditions.

The LEAD research is being performed at HumRRO Division No. 4 (Infantry), Fort Benning, Georgia. The present Director of Research of the Division is Dr. T.O. Jacobs, who is also the Work Unit Leader. Dr. Carl J. Lange was the Director of Research when the research was begun.

Military support for the study was provided by the U.S. Army Infantry Human Research Unit, Fort Benning, Georgia. LTC Ferdinand O. Barger, Jr. is the present Unit Chief.

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Meredith P. Crawford
Director
Human Resources Research Office

HUMAN MAINTENANCE UNDER CAMPAIGN CONDITIONS

General Considerations

Introduction

The IRPL must conscientiously place human maintenance second only to his mission. He must know the qualifications of his men and maintain an organized, effective, and cohesive fighting unit despite combat losses. He must recognize that the accomplishment of the unit mission is primarily dependent upon the knowledge, skill, physical energy, and motivation of his men, in addition to the quantity and condition of supplies and equipment required.

In patrolling and in internal defense and internal development operations his platoon often will operate independently with detached squads performing semi-independently in ambush and security positions. Thus the responsibilities of the IRPL and his men often will far exceed those that have evolved in previous wars for leaders and men of equivalent rank and experience. Human maintenance is far more difficult for small, widely scattered units than for small units operating as an integral part of the parent unit under the direct guidance of an experienced senior commander. Support becomes increasingly difficult when an enemy offers battle only in monotonous, undeveloped terrain selected to nullify the technological advantages that can be applied in a fully developed environment.

Membership in an organized group under a competent leader with the responsibilities of each group member made explicit provides individual security and reduces combat stress. Further, the IRPL must maintain a structured organization to ensure control under fire and to develop potential leaders to replace losses as casualties occur and experienced men complete combat tours.

Personal hygiene and field sanitation are vital for maintaining a tolerable degree of comfort and for guarding against disease. The IRPL must set the example and often must enforce the most simple rules among men who neglect themselves because of fatigue or lack of knowledge of a new environment and unsanitary conditions never before experienced.

The IRPL must prescribe the individual fighting and existence loads to be borne by his men. Without specific guidance, the soldier will overburden himself. Then he loses the agility so essential to successful dismounted combat. Further, the overburdened soldier becomes chronically fatigued with a resultant slowing of reaction time and a loss of vigilance. The end result will be increased battle casualties and increased susceptibility to disease.

The physiological imbalance that results from a lack of salt and water needed to replace that lost through physical exertion can be fatal. Similarly, energy expended in working, fighting, and moving under a combat load must be replaced by consumption of regular, balanced meals. Thus nutrition becomes a vital area of supervision for the IRPL and his subordinate leaders.

Adequate sleep is necessary to maintain energy and clarity of thought under combat stress. Men cannot march all day and remain alert on ambushes or security positions for the greater part of each night without finally succumbing to the need for sleep despite enemy threat. Opportunity for adequate sleep must be planned by the IRPL and other leaders at all levels of command if men are to fight rationally and aggressively.

There is no effective immunization against malaria. This disease has decimated armies for centuries. It is almost always present in underdeveloped countries with mild or hot climates. The IRPL must enforce malaria discipline in areas where applicable.

While motion sickness is not fatal in itself, a soldier overcome by it is unable to fight aggressively and thus may become a casualty because of it when he moves to the battle area in air or sea craft during turbulent weather. Prior to combat, the IRPL must identify men likely to suffer from motion sickness and ensure that they receive medication and take preventive action so they can fight effectively.

Combat exhaustion stems from physical hardship and emotional stress. Combat exhaustion, if not prevented or if not recognized and treated professionally, will render men as ineffective as will enemy bullets and fragments. Early treatment almost always ensures recovery, but neglect can produce patterns of maladjustment that may dominate the remaining lifetime of the casualty.

Security demands constant vigilance. The IRPL and his subordinates must solve vigilance problems that range from the increased vulnerability of men bunched during a halt to ensuring that enemy infiltrators are met with effective fire during limited visibility.

The IRPL must ensure that his men can recognize the symptoms of fear and avoid panic. Failure to do so invites disintegration of his unit under fire with resultant mission failure and heavy losses.

The reception, orientation, assignment, and continuing guidance of replacements is a primary responsibility of the IRPL. The young soldier's first few weeks in combat are extremely critical ones. He needs the friendship and acceptance of his leaders and his peers to aid him in adjusting to the harsh demands of combat. His training is incomplete and he lacks experience that can be gained only in combat under the firm guidance of conscientious leaders and fellow soldiers. Given such guidance he almost invariably adjusts quickly. The IRPL must recognize manpower as the most vital resource provided for any combat leader and integrate replacements into his platoon and guide them accordingly.

The leader's responsibility to his men does not end with their death. Within the limits imposed by the mission and the need to care for the surviving members of his unit, the IRPL must care for his dead. Further, all leaders must banish from the mind of each soldier the often recurring but usually unspoken thought that in the chaos of combat he may be wounded and abandoned. Care of the dead bears strongly on the emotional security of the living members of his unit and the IRPL must meet his responsibilities to both the living and the dead.

Awards and decorations are symbols of gratitude and respect bestowed by the people of a nation upon individual soldiers and units for outstanding service, gallantry under fire, and devotion to duty. Any soldier or group of soldiers, regardless of rank or assignment, may recommend that another soldier or a unit be recognized for service or acts of heroism that go beyond what is expected in line of duty. Within the rifle platoon and among those units and soldiers who support his platoon, the IRPL must ensure deserved recognition as one of his solemn responsibilities. Failure to do so is an injustice to the individuals and the units that establish the standards of conduct for all our fighting forces.

It is a commonly acknowledged and often strongly emphasized fact that victory for the commander at any level stems from the success of his small units. The primary purpose of human maintenance is twofold--to ensure the accomplishment of the individual and small-unit mission and to provide for the unscathed survival of the maximum number of men for whom the IRPL has accepted total responsibility for leadership in combat.

Scope

This paper covers the performances, knowledges, and skills demanded of the IRPL to maintain an organized and effective fighting unit under campaign conditions and to set an example as a leader for his men. It covers personal hygiene and field sanitation; the maintenance of minimal fighting and existence loads; water supply and consumption; combat feeding and nutrition; sleep requirements and the effects of sleep loss; prevention of malaria; prevention and treatment of motion sickness; prevention and recognition of combat exhaustion; maintenance of vigilance under fatigue and stress; the control of fear and panic; the orientation, assignment, and guidance of replacements; care of the dead; and the recognition of individuals and units whose performance in combat or combat support roles is worthy of recommendation for an award or decoration.

Human maintenance is vital to all successful military operations, thus the material presented in this paper is directly related to the material presented in all other papers and cannot be separated from the other critical combat performances, knowledges, and skills in practice. Care of wounded has been omitted deliberately since a separate paper (Self-Aid, First Aid, and Evacuation) thoroughly covers this material.

Materiel

All TO&E equipment commonly employed in combat and TA equipment commonly available or required for the health and comfort of troops in a specific operational environment.

Individual personnel records (when available for study).

Unit roster showing name, rank, duty status, duty assignment, and weapons qualifications of assigned and attached personnel (not to be carried under conditions that would permit capture; should be memorized with minimum delay after assuming command with brief notes sufficing thereafter).

Individual toilet articles and soap.

Foot powder.

Antiseptic or antibiotic medication for cuts, scratches, chafed areas, and fungus infections.

Salt tablets and water purification tablets in waterproof containers.

Prescribed preventive medication for malaria, as required by location.

Individual immunization records.

Benzedrine sulfate tablets to aid deeply fatigued men in maintaining vigilance, use only as prescribed by a medical officer.

Medication for preventing motion sickness.

Paper or plastic bags for deposit and disposal of vomitus resulting from motion sickness.

Improvised showers or shower facilities and clothing exchange provided by supporting troops.

Clean, dry socks (delivered with rations and issued gratis).

Lakes and streams suitable for bathing and washing clothing when security is available.

Athletic equipment for volleyball, softball, etc.

Engineer hand tools for constructing latrines, garbage pits, and urine soakage pits.

G.I. soap or disinfectant for cleaning box latrines when such facilities are available.

Insect repellent and aerosol insecticides.

Insecticides and rat poison as required for sanitation in a base location.

Portable sprayers and insecticides issued for area control of mosquitoes.

Specific fighting and existence loads tailored to the assigned mission, including mines, trip flares, etc., commonly used only in defensive or ambush positions.

Rations and ration supplements, including sundries and authorized locally available food and condiments.

Coffee, tea, and cocoa to aid sentinels to maintain vigilance.

Heat tablets, canned heat, squad stoves, or locally procured, hard, dry wood for heating rations when security permits fire.

Containers for soapy wash water and boiling rinse water for cleaning mess gear when situation permits.

Sleeping bags, air mattresses, hammocks, ponchos, poncho liners, and mosquito netting (where necessary) for comfort and protection during sleep and rest.

Tin-can noisemakers, trip flares, trip-wired grenades, Claymores, and planned indirect fires employed to aid detection of the enemy and to aid sentinels to maintain alertness during limited visibility.

Ponchos or rubber body bags for evacuation of the dead.

Litters for evacuation of dead.

Medals awarded for outstanding performance of duty.

Battlefield Cues

Orders and instructions from commanders pertinent to any aspect of human maintenance.

Instructions and advice from the unit medical officer, including SOP for medical corpsmen attached to the rifle platoon.

Variations in personnel strength from the TO&E requiring temporary changes in organization and assignments of weapons and equipment and need to designate replacement leaders.

Absence of established chain of command or failure of established chain of command to fulfill needs for leadership.

Missing, or damaged weapons, equipment, or supplies.

Need to recognize and know the names, physical characteristics, and military qualifications of all personnel assigned or attached to the platoon.

Recognized need for vital changes in unit SOP.

Changes in the situation requiring that information be passed to subordinates.

Failure of platoon sergeant or squad leaders to include fire team leaders in chain of command during operations or administration.

Recognized need for information pertinent to qualification of subordinate leaders, key specialists, and minimum of two supernumeraries for each key position within the platoon.

Observed or reliably reported incompetence or lack of aggressive leadership on the part of a designated leader or acting leader.

Unattended weapon or abandoned ammunition, supplies, or equipment of value to the enemy.

Inability of any member of the platoon to deliver effective fire with or properly utilize and maintain any weapon assigned to the platoon, i.e., need for specific weapons training to ensure self-confidence and maintain morale.

Failure of any member of the platoon to place primary importance upon accomplishment of the assigned mission.

Any question or apparent lack of knowledge by any soldier concerning American involvement in any conflict, internal defense and internal development, or declared war.

Time and opportunity to explain the reasoning behind instructions and orders.

Recognition of individual goals and problems of personnel for whom the IRPL is responsible.

Opportunity to lead by personal example, positive suggestions, on-the-spot corrections.

Recognition of any outstanding performance by any soldier or a significant improvement in performance by any soldier.

Use of profanity by any subordinate leader or acting leader to one of his men.

Command pressure, particularly when it is applied simultaneously with heavy enemy pressure.

Opportunity to use personal weapon (i.e., IRPL's weapon) to increase the volume of fire being delivered when an increase in fire is of primary importance during a fire fight.

Enemy targets demanding fire from IRPL in self-defense.

Evidence of competition for position of platoon leadership by any NCO, particularly an NCO senior to the IRPL in chronological age and combat experience.

Dirty, unshaven soldiers when opportunity and facilities exist for practicing personal hygiene.

Evidence of trench foot, immersion foot, lameness, etc., as indicated by complaints, limping, or failure to maintain position during movement.

Variations in ambient temperature and wind velocity affecting troop comfort.

Need for rest halt as indicated by fatigue, straggling, increased use of water, particularly in very cold or very hot weather.

Symptoms of disease or injury, with emphasis on symptoms of diseases common to the area of operations, e.g., malaria.

Evidence of secondary infection in any scratch, laceration, or minor wound.

Scheduled date and opportune time for dispensing antimalaria drugs.

Evidence or reliable reports of unauthorized use of narcotics or other habit-forming drugs or use of alcohol on duty or to a degree that affects performance of duty.

Use of cigarettes in ambush position or in any situation where smoking is prohibited to lessen the probability of detection by the enemy.

Bad colds or smoker's cough in any individual being considered for a patrol or ambush requiring stealth.

Leeches or movement in areas where leeches are common.

Evidence of frostbite or prolonged exposure to cold likely to cause cold injuries.

Garbage, trash, feces or similar evidence of failure of men to maintain high standards of field sanitation where facilities and time will permit.

Rats, mice, flies, mosquitoes, lice, ticks or other disease-bearing agents in any situation permitting eradication, control, or protection against the agents.

Recognized need to influence the off-duty behavior of military personnel departing on pass and leave to prevent accidents and exposure to disease.

Opportunity to contribute to the health, welfare, and comfort of the indigenous population without neglect of the mission or his men.

Failure of personnel to adhere to the limits of prescribed fighting and existence loads.

Opportunity to lighten the soldier's load without adversely affecting the accomplishment of the mission or the welfare of the soldier, e.g., by maximum use of mechanical transportation, delivery of prepackaged supplies on call, etc.

Recognized need to treat and purify all water except that provided from authorized sources.

Failure of personnel to carry prescribed amount of water; failure to fill canteens at available sources; failure to treat water from streams, springs, melted snow, etc., prior to use; or failure to wait prescribed time before consuming treated water.

Symptoms of heat stroke, heat exhaustion, or heat cramps.

Failure to use salt or salt tablets as recommended by the unit medical officer.

Lack of water for men who must continue a mission.

Failure of men to eat balanced meals on a timely basis.

Inequitable distribution of rations, ration supplements, and sundries.

Lack of rations for men who must continue mission.

Consumption of unauthorized or improperly prepared foods.

Opportunity to provide or permit men to prepare a hot meal without adversely affecting the mission.

Recognition that men have been deprived of sleep, that the need for sleep is comparable in importance to the need for rations and water, and that special measures are required to maintain vigilance among sleep-deprived men.

Opportunity to permit men to sleep without adversely affecting the mission by careful planning of time required for movement, rotation of duties among men required to maintain security, and enforced rest for men who tend to waste time in nonessential activities.

Recognized need for adequate ventilation in shelters and holes used for sleeping, particularly during cold weather.

Recognized need to account for every man, particularly during limited visibility movement after men have been deprived of sleep.

Any failure of men to adhere to malaria discipline.

Mosquito breeding places that can be treated or eliminated to reduce the probable incidence of malaria or other mosquito-borne diseases.

Identification of personnel likely to suffer from motion sickness.

Forewarning of movement likely to cause motion sickness.

Recognition of factors contributing to motion sickness when preventive action is practicable.

Recognition of symptoms of combat exhaustion demanding preventive action or evacuation.

Indications that any soldier is malingering.

Recognition of any situation where alert watchfulness is vital to the security of the unit and the accomplishment of the mission.

Failure of any individual to maintain vigilance during a tour on a security position or failure of any subordinate leader to ensure that his men maintain vigilance according to assignment.

Opportunity to aid men to maintain vigilance by visits, electronic contact, group posting, providing stimulants and extra food, providing mechanical devices to aid detection of the enemy, and instruction.

Recognition of deterioration of vigilance in himself when watchful alertness is vital to the accomplishment of the mission.

Recognition of battlefield situations that tend to cause loss of vigilance.

Self-experienced symptoms of fear and recognition of symptoms of fear or panic in others.

Failure of men to move or deliver fire in reaction to contact with the enemy or any attempt to run away from contact when aggressive action is required.

Recognition of specific causes of fear where explanation, encouragement, and training can aid any individual to maintain control and do his share during contact, e.g., increase in weapons handling ability through practice and training.

Reckless or foolish exposure to fire that causes casualties or threatens the mission.

Arrival of replacements assigned to the platoon, but not yet assigned to a unit within the platoon.

Observation of improper or unsympathetic treatment of any replacement not yet adjusted to the unit or the environment.

Opportunity to instruct and aid replacements, particularly those who appear to be adjusting slowly or with difficulty.

Recognition of obvious needs for training of any individual or small unit, including attached personnel, to increase efficiency and bolster morale.

Death of a platoon member in a combat area or the discovery of the remains of any soldier during combat operations.

Recognition of performance deserving of decorations or awards for outstanding service.

Performances, Knowledges, and Skills

1. THE IRPL MUST KNOW THE ORGANIZATION OF HIS PLATOON; RECOGNIZE HIS MEN AND KNOW THEIR MILITARY QUALIFICATIONS; ANTICIPATE THE OCCURRENCE OF CASUALTIES BY DELIBERATELY TRAINING AND DESIGNATING A MINIMUM OF TWO SUPERNUMERARIES FOR EACH KEY POSITION; AND RELIEVE AND REPLACE INCOMPETENT SUBORDINATE LEADERS TO PROVIDE THE BEST AVAILABLE ORGANIZATION, TACTICAL DIRECTION, TECHNICAL TRAINING, LOGISTICAL SUPPORT, AND HUMAN MAINTENANCE FOR HIS MEN UNDER ALL CONDITIONS OF WEATHER, TERRAIN, AND VISIBILITY.

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|---------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| He must | : | as soon as practicable after assuming command of his platoon, obtain a roster showing the <u>current</u> organization and strength of the platoon including the name, rank, duty assignment, and status (Duty, Hospital, etc.) of each member of the platoon and attached personnel (e.g., medical corpsman and mortar forward observer). | 1 |
| | : | know (memorize) the authorized TO&E and basic loads for his platoon and commonly attached personnel such as the medical corpsman and the mortar forward observer. | 2 |
| He will | : | request replacements for all existing vacancies within the platoon. | 3 |
| He must | : | know that inadequate logistical support hurts morale and lowers efficiency; informally inspect the weapons, equipment, and supplies available to the platoon; requisition items to replace any shortages noted; require necessary maintenance to be performed; and ensure that his men are equipped to fight and sustain themselves, all without interfering with current tactical demands and with efficient use of the human energy required to accomplish his assumption of responsibility to his commander and to his men. | 4 |
| He will | : | avoid making abrupt, drastic, and non-vital changes within the platoon immediately upon assuming command in an attempt to brand the organization as his own; rather, make vital changes as necessary with a minimum of fanfare and with full recognition that he is being integrated into the organization and must be accepted on the basis of demonstrated competence as the unit's leader. | 5 |

- He must** : know that effective organization facilitates control and promotes effective human maintenance and recognize that a lack of organization increases friction, stress, and fear that may lead to panic and disintegration of the unit under fire. 6
- : establish (or confirm) a chain of command encompassing all assigned and attached personnel; ensure by instruction and informal questioning that all platoon members know the chain of command for the platoon headquarters and their respective squads; and deliberately use the chain of command to foster efficient operation of the platoon, to maintain control in critical situations where loss of leaders occurs, to effect human maintenance, and to establish and maintain the cohesion that stems from soldiers who are secure members of an organized group wherein the responsibilities of leadership have been made explicit. 7
- He will** : as quickly as possible after assuming command, deliberately and systematically learn to recognize his men by name and sound of voice or other physical characteristics under all levels of visibility, commencing with his leaders and progressing through key specialists (radio-telephone operator, mortar forward observer, machinegunners, medical corpsman) to include all assigned and attached members of his platoon. 8
- : through observation of performance, study of available records, conversation with subordinate leaders, and informal interview, learn the military qualifications of his men and develop an initial assessment of the current and potential value of each member, including attached personnel. 9
- : note the apparent physical condition and state of morale of each individual member of the platoon, including attached personnel. 10
- He must** : Habitually keep all subordinate leaders abreast of the situation and continually and matter-of-factly train the platoon sergeant and the outstanding squad leader to become acting platoon leaders to ensure an effective transition of command in the event the platoon leader (or acting platoon leader) becomes a casualty or must assume command of another unit. 11

- : demand that squad leaders lead through their fire team leaders to develop replacements for squad leaders who become casualties or assume the responsibilities of platoon sergeant or acting platoon leader. 12
- He will : in selecting fire team leaders and potential fire team leaders, obtain the recommendations of the squad leaders and platoon sergeant and identify the individuals who are most knowledgeable and skillful in conducting small-unit operations and maintaining the physical condition and morale of their men, i.e., aggressive and articulate fighter-leaders who have won the respect of their leaders and their peers on the basis of combat performance, as opposed to men who merely have long service, are skilled in garrison activities, or merely liked because they have performed adequately and have drawn no unfavorable attention. 13
- : continually observe and evaluate subordinate leaders and potential leaders at all levels in terms of their ability to control their men under fire, ensure the delivery of a timely and measured volume of fire in the assault or when providing a base of fire, maneuver or move their men in accordance with the leader's plan, maintain communication, control supporting fires, report changes in the situation, act effectively on their own initiative in the absence of orders, provide the best possible care for their men, and display potential for accepting increased responsibility. 14
- : know that soldiers quickly lose respect for an incompetent leader, will tolerate a mediocre leader without respecting him and operate at a reduced level of efficiency as a direct result of mediocre leadership, and will turn to an effective emergent leader when enemy pressure or other stress demands a level of leadership not demonstrated by the regularly designated leader. 15
- : instruct and guide his leaders and potential leaders toward higher levels of professional skill and knowledge and relieve and replace leaders who fail to provide aggressive, intelligent leadership under stress and those who fail to take care of their men before fulfilling their own needs. 16

2. THE IRPL MUST DEDICATE HIS FULL ENERGY TO THE ACCOMPLISHMENT OF HIS MISSION AND TO THE MAINTENANCE OF THE WELFARE OF HIS MEN; HABITUALLY SEEK TO REDUCE COMBAT STRESS FOR HIS MEN; AND DISPLAY AND CONTINUALLY SEEK TO CREATE AND MAINTAIN AMONG HIS MEN THE POSITIVE ATTITUDES TOWARD SERVICE THAT WILL MOTIVATE THEM TO SERVE WITH PRIDE AND DISTINCTION DESPITE EXTREME PERSONAL HARD-SHIP AND THE CONSTANT THREAT OF DEATH OR SERIOUS WOUNDS.

He must : habitually place the welfare of his men 17
second only to his mission.

: know and seek every opportunity to instill in the 18
minds of his men that our American civilization and
form of government, though not perfect, is the best
way of life yet conceived and implemented anywhere
in the world and that any individual dedicated to or
supporting the formation of a totalitarian government
in any free or developing country is either a real
or potential enemy of every American.

He will : recognize that the vast majority of American 19
soldiers willingly accept their responsibilities to
their leaders and fellow soldiers and need only
positive and competent leadership, coupled with
effective training, experience, and adequate human
maintenance, to motivate them to a highly acceptable
performance in combat.

: recognize the existence and importance of indi- 20
vidual goals (e.g., promotion, desire to serve in
a small unit with a close friend) and aid each sol-
dier to achieve valid individual goals within the
limits imposed by the mission and without showing
undue partiality.

He must : know that attributing any order to a higher head- 21
quarters or to any individual in a negative manner
dampens enthusiasm, increases stress, and diminishes
the authority of every leader involved, including
himself.

: issue orders and instructions in a positive manner, 22
invoking the names of higher commanders or higher
headquarters only when so doing will increase en-
thusiasm and determination, e.g., "The CO selected
our unit for this mission because he knew we would
accomplish it in an outstanding manner."

- : issue no order that cannot be enforced, e.g., a blanket order prohibiting contact with indigenous women; rather, instruct, advise, counsel, and appeal to individual pride to achieve desired results without diluting command authority. 23
- He will : prohibit the use of profanity by himself and his subordinate leaders because profanity is an insult to the dignity of any soldier and will create stress and resentment that lowers morale. 24
- : correct poor performance or misconduct when it occurs; make corrections objectively, calmly, and in a positive manner to enhance performance and instill unit and individual pride; and demand that all subordinate leaders do likewise. 25
- : avoid group punishment for the poor performance or the misconduct of an individual. 26
- : avoid developing among his men any unwarranted contempt for the enemy that may result in foolish exposure, failure to prepare adequate fighting positions, or reduced vigilance, or may otherwise invite the occurrence of casualties. 27
- He must : know that direct retaliation against enemy efforts to cause casualties will aid in maintaining morale (reduce stress) and that failure to retaliate will increase stress and lower morale, e.g., use of indirect fire against snipers will encourage men to locate and report probable sniper positions, but permitting snipers to cause casualties and escape will cause frustration and a loss of confidence in leaders. 28
- He will : anticipate being caught between enemy pressures on the one hand and command pressures from above on the other hand; observe and report progress (or lack of progress) with as much detachment and objectivity as possible to provide a sound basis for decisions at higher echelons of command; and avoid unwarranted venting of pressure upon subordinates. 29
- He must : deliberately avoid becoming involved as a firer in fire fights to the detriment of control of his men and fires except where personal delivery of fire is required for self-defense. 30

- : deliberately involve himself as a firer in fire fights where a strong personal example is required to motivate his men, or where the volume of fire he can provide is likely to be a decisive factor and the most significant contribution he can make at the moment. 31
- He will : lead by personal example, positive suggestions, incidental instruction, on-the-spot corrections (privately, if the situation permits), and praise for outstanding performance to raise unit standards of performance, reduce stress, and, simultaneously, cause men to accept higher standards as if they had originated them. 32
- : anticipate that the American soldier will learn most rapidly and perform best when he knows why he is to perform a task; that potential leaders can only be developed to the degree that they gain complete knowledge of what they are to do and how and why it is to be done (habitually explain why when time permits in training and in combat). 33
- He must : recognize that his men often cannot correctly assess their own capabilities to perform, i.e., in extreme cases individual soldiers may insist that they are in good shape when they are on the verge of exhaustion or complain of fatigue when a lack of morale rather than a lack of energy is the basis for the complaint. 34
- : maintain a current estimate of the ability of his men to meet the demands of their individual tasks and the demands of the total unit mission and habitually seek to accomplish each task and mission with a minimum expenditure of human energy and minimum casualties. 35
- He will : recognize that combat stress and extremes of terrain and weather often will induce a state of chronic fatigue in direct relation to the length of exposure and that long tours of duty (e.g., in excess of 12 months) in a rifle platoon continually engaged in combat may seriously reduce the efficiency of any soldier; study each case where men volunteer to extend combat tours and make recommendations in the best interest of the individual and the Army, including recommendations for less demanding assignments for men who obviously need rest but volunteer to continue combat service. 36

- He must : when the platoon sergeant or squad leaders are older and have more combat experience, avoid any competitive attitudes; assess the capabilities of all subordinate leaders objectively on the basis of observed performance; require his NCO's to make straightforward recommendations; unhesitatingly accept sound advice; and quietly ensure that all his men are aware that his responsibility for making decisions as platoon leader will never be evaded, encroached upon, or delegated while he commands the platoon. 37
- He will : seek to avoid feelings of guilt and self-condemnation upon seeing his men killed or seriously wounded; accept death and wounds as a realistic part of war; avoid brooding over losses; and focus attention upon training and leading his men to minimize losses, i.e., honor the dead and wounded and lead the living toward a successful end to hostilities. 38
- : avoid indoctrination of his men on the basis of hatred for the enemy or attempts to develop fanaticism, blind aggressiveness or cruelty; seek to develop stable, cool-headed, and skillful soldiers capable of thinking under fire with a view toward reducing friendly casualties from wounds and combat exhaustion, developing mutually helpful relations with the indigenous population, and increasing ability on the part of his men to adapt upon return to an environment devoid of war. 39
- He must : know that the strong feelings of mutual respect, sincere affection, and close comradeship that develop between combat soldiers and their leaders at all levels form some of the finest relationships known to men; that such relationships often endure for a lifetime and stem directly from competent leadership and highly adequate performance of duty in the face of shared danger and hardships. 40
3. THE IRPL WILL ESTABLISH STANDARDS, SET THE EXAMPLE, AND ENFORCE ESSENTIAL PRACTICES OF PERSONAL HYGIENE WITHIN THE LIMITS IMPOSED BY AVAILABLE TIME AND FACILITIES.
- He will : indoctrinate his men with the idea that the minimum standards of personal cleanliness are the same under campaign conditions as in civilian life; emphasize that cleanliness contributes to vigorous health, reduces the incidence of disease, and aids morale; and demand that his men adhere to the examples and instruction provided by leaders. 41

	: through instruction, inspection, example, and corrective action, ensure the consistent and intelligent practice of personal hygiene toward the maintenance of a level of physical health that will contribute to the accomplishment of the unit mission and increase the probability of survival of men who are wounded.	42
He must	: require that each man carry a toothbrush, razor, razor blades, washcloth, and plain white soap as a <u>minimum</u> toilet kit. (A combat haircut requires no comb.)	43
	: require his men to keep hands clean with special attention to washing with soap prior to handling food and after defecation and urination.	44
	: require his men to keep hair and nails short and clean and shave daily, if possible. (Lack of water may prevent shaving.)	45
	: require his men to clean mouth and teeth and massage gums regularly after eating.	46
	: ensure that his men wash, dry, massage, and powder feet; change to dry, clean socks; keep toenails short and cut square to prevent ingrowing and to prevent fungus infection under the nails; avoid tightly-laced boots that impede circulation; elevate the feet during halts when marching and exercise them by flexing when occupying defensive positions that limit exercise.	47
	: know the probable effects of both trench foot and immersion foot; take preventive measures to avoid trench foot and immersion foot; recognize the symptoms; and, within the limits imposed by the mission, provide time for care of the feet and time, as directed by the unit medical officer, for recovery from exposure to conditions that cause trench foot and immersion foot.	48
He will	: have clean, dry socks delivered daily with rations as often as possible and ensure equitable distribution.	49
	: assume that fatigued men under stress will neglect personal hygiene, particularly care of the feet, and make personal checks and employ his small-unit leaders to ensure performance of individual personal maintenance when men are tired.	50

- : require his men to bathe daily or as often as practical with particular attention to feet, arm-pits, and crotch; and inspect for and obtain prescribed medication for fungus infections or chafed spots to avoid spreading of infection or occurrence of a secondary infection. 51
- He must : prescribe the clothing to be worn and carried on operations to meet the demands of the weather and the mission and inspect to ensure availability and proper use with emphasis on application of the layer principle in extremely cold weather. 52
- : know that lightweight clothing is usually issued to aid cooling of the body in hot climates; ensure issue and wearing of the prescribed clothing by inspection. 53
- : know that heavy starch significantly reduces air circulation through cloth and prohibit the use of starch in combat clothing to be worn by soldiers during field operations in hot climates. 54
- : arrange for bathing and exchanging dirty clothing for clean clothing through use of Quartermaster bath facilities, improvised showers, use of approved streams, and by use of prepackaged and labeled changes of clothing in marked squad bags delivered as routine resupply, with soiled clothing being evacuated in the same bags to avoid abandonment or increase of individual loads. 55
- He will : as demanded by the weather, guard against unnecessary chilling and frostbite; know the causes, recognize the symptoms, and take adequate preventive measures against frostbite and cold injuries through the enforcement of cold discipline with due attention to the effects of wind chill. 56
- He must : know the names and probable causes and sources, and recognize the apparent symptoms of the skin, intestinal, venereal, and respiratory diseases common to the area of operations; enforce preventive measures with strong emphasis upon the avoidance of contact with sources and upon the moral responsibility of the individual to the other members of the unit in avoiding disease. 57
- : discourage the exchange of pipes, cigarettes, food, towels, razors, eating utensils, and similar personal items through which any disease knowingly or unknowingly harbored by one individual might be transmitted to another. 58

- He will : ensure that individual immunizations against disease are complete for his specific area of operations and are kept currently effective as indicated by date of administration. 59
- : require that his men report symptoms of injury or illness promptly as the first step toward obtaining professional medical care and as direct action to prevent possible transmission of an illness to other members of the unit. 60
- : order the isolation and medical evacuation of personnel who report or display symptoms of disease likely to be disabling and likely to be transmitted to other personnel. 61
- : particularly in hot, humid climates, ensure the availability of antiseptic or antibiotic medication at squad level for minor lacerations and scratches to prevent infection, and require its use. 62
- : in areas where leeches are common, require his men to keep skin surfaces covered within practical limits; cause checks for leeches after exposure; instruct men to remove leeches with a touch of salt or insect repellent to avoid tearing the skin and to use iodine, merthiolate, etc. to disinfect the skin perforations made by leeches to avoid secondary infection. 63
- He must : particularly in hot, humid climates, ensure that men report for treatment by a medical corpsman or medical officer if signs of infection (swelling, redness, pus, pain) occur with apparently minor cuts, scratches, and bruises. 64
- : when squads frequently must be separated from the platoon on ambushes, reconnaissance patrols, etc., and thus function without the platoon medical corpsman, require each squad leader to carry in a waterproof container an extra supply of salt and water purification tablets, foot powder, insect repellent, malaria pills, morphine syrettes, and an antiseptic for minor cuts and scratches in addition to individual first aid packets and the normal supplies carried by each soldier. 65
- He will : anticipate, particularly when under stress and during extremely cold weather, that men will neglect defecation with resultant constipation, headache, and reduced alertness; stress the importance of daily elimination of body waste and require small-unit leaders to focus individual attention on daily elimination. 66

- He must : know that alcohol is a depressant, not a stimulant; prohibit the use of alcohol on duty except as prescribed by a medical officer; and advise his men against intemperate use of alcohol, particularly during any 24-hour period preceding a possible need to deliver effective fire in combat. 67
- He will : know that in some areas of operation many drugs, including habit-forming narcotics, often can be purchased on the open market without prescription, acquired on the black market, or found growing in their natural states, e.g., marijuana; forewarn his men of the possible effects and consequences of using habit-forming drugs; and prohibit the use of drugs except those provided through authorized medical channels. 68
- : investigate the circumstances and recommend disciplinary action against any soldier known to be illegally possessing, using, or dealing in habit-forming drugs. 69
- He must : forewarn his men that cigarette smoking may cause chronic bronchitis, emphysema, and lung cancer in addition to increasing susceptibility to other respiratory diseases; encourage nonsmokers to avoid and smokers to limit or abandon the habit as a matter of personal hygiene. 70
- : prohibit smoking and prohibit or control the carrying of cigarettes in situations where a smoker's cough, lights, or the sight or smell of burning tobacco will endanger the entire unit, e.g., in ambush sites or patrol bases, or reduce chances of detecting the enemy by decreasing sensitivity to enemy odors such as those from tobacco smoke, burning wood, or cooking food. 71
- : recognize the strong psychological and physiological need of the habitual smoker for tobacco and suggest hard candy, raisins, gum or chewing tobacco as a substitute in situations where smoking must be prohibited, e.g., in ambush sites. 72
- He will : when time permits, provide facilities for and participate in group games, e.g., volleyball, softball, as a means of exercise and recreation for his men. 73

4. THE IRPL WILL ESTABLISH STANDARDS, SET THE EXAMPLE, AND ENFORCE ESSENTIAL PRACTICES OF FIELD SANITATION WITHIN THE LIMITS IMPOSED BY AVAILABLE TIME AND FACILITIES.

- He must : indoctrinate his men with the idea that group living under stress demands individual cooperation and team effort to protect all members of the group from disease and to maintain the best living conditions possible under campaign conditions. 74
- : habitually seek by example and precept to obtain the energetic and intelligent cooperation of all of his men toward maintaining sanitary conditions in any area occupied by the unit and to develop knowledge and attitudes that will increase protection of health and physical well-being in the absence of direct supervision, i.e., during passes and leaves where only the soldier's knowledge and self-discipline can protect him from disease and disability. 75
- He will : prohibit the abandonment of uncovered food scraps, garbage, feces or other matter likely to attract insects and rodents and thus contribute to the spread of disease. 76
- : enforce the use of individually dug "cat holes" for burying of feces, urine, garbage, and trash in the field when time or the mission prohibit the construction and use of latrines and garbage pits. 77
- : select a site, specify the dimensions, order construction, inspect, enforce proper use, and check filling of straddle-trench latrines, urine soakage pits, and garbage pits in areas where centralized disposal of human waste, garbage, and trash is practical, e.g., defensive positions. 78
- He must : inspect, enforce proper use, and ensure daily cleaning, fly control, and disinfecting of box latrines and urine troughs or other latrines provided in base camps or other semipermanent quarters. 79
- : prohibit preparation or handling of food in temporary or permanent messes or field locations by cooks or food handlers, including indigenous personnel, who have not been examined and certified for their duties by a medical officer. 80
- : observe for, identify, and apply effective control measures to prevent the spread of disease by rats, mice, flies, ticks, lice, and other disease-bearing agents common to any specific area of operations. 81

: promptly report any unsanitary practices or conditions he is unable to correct on his own initiative with readily available materials.

82

5. THE IRPL WILL, WITHIN THE LIMITS OF TACTICAL DEMANDS AND IN ACCORDANCE WITH THE COMMANDER'S CIVIC ACTION GUIDE LINES, CONTRIBUTE TO THE IMPROVEMENT OF THE PERSONAL HYGIENE AND SANITATION OF INDIGENOUS PERSONNEL WITHIN HIS ASSIGNED AREA OF RESPONSIBILITY DURING INTERNAL DEFENSE AND INTERNAL DEVELOPMENT OPERATIONS. HE WILL ENSURE THAT PARTICIPATION IN CIVIC ACTION PROGRAMS DOES NOT TAKE PRECEDENCE OVER TACTICAL DEMANDS AND DOES NOT JEOPARDIZE THE SECURITY OF HIS UNIT.

He must : anticipate a lack of natural immunity among his men and a high degree of susceptibility to some diseases peculiar to any area in which his men have not previously served.

83

: recognize the existence of cases and carriers of diseases among the indigenous population, the presence of transmitting agents such as rats and insects, and continuing unsanitary conditions that favor the breeding and maintenance of transmitting agents as direct threats to the health and morale of his troops.

84

: point out to his men that the reduction of disease and the elimination of unsanitary conditions among indigenous personnel will reduce troop exposure to disease and, by increasing the health and well-being of the indigenous population, contribute directly to the pacification and stabilization of the area, e.g., rat control may reduce disease, conserve significant quantities of grain consumed by the rats, and make any area a more pleasant place in which to live.

85

He will : with the aid of his subordinate leaders and the attached medical corpsman, make informal, unpublicized, and unobtrusive inspections of habitated areas and environs; list any unsanitary conditions that require attention; and estimate the amount of labor and supplies required to make a significant improvement, e.g., providing a well and pump as a source of potable water for a village, the establishment and stocking of a dispensary, the inclusion of instruction in personal hygiene and sanitation in the local school curriculum, providing improvised showers and soap for bathing, controlling mosquitoes and rats, and evacuation of seriously ill personnel to an indigenous hospital.

86

: present recommendations to his commander for approval, determination of availability of supplies and materiel, and coordination with tactical demands.

87

- : establish liaison with village officials; determine what supplies, equipment, and aid are most desired by the people; and seek to satisfy the expressed desires concurrently with priority needs established by inspection to increase the acceptability of the total program. 88
- : act as advisor and provide liaison between sources of supply and village officials during implementation of an approved program, preferably with labor and locally available materiel being provided by the population. 89
- : provide security for medical aid teams, public health teams, and sanitation specialists operating in habitated areas as directed by the commander. 90
- : report locations, approximate population strengths, and apparent needs of indigenous personnel as a result of contacts and observation during patrols or other tactical operations. 91
- He must : within the limits imposed by the mission, require all members of his unit to set an example in the practice of personal hygiene and sanitation during all operations involving contact with the indigenous population. 92
- 6. THE IRPL WILL PRESCRIBE THE INDIVIDUAL FIGHTING AND EXISTENCE LOADS TO BE USED BY HIS MEN IN ACCORDANCE WITH THE DEMANDS OF THE ASSIGNED MISSION, INSPECT TO ENSURE ADHERENCE TO THE PRESCRIBED LOADS, AND MAKE MAXIMUM USE OF ALL AVAILABLE MEANS OF TRANSPORT TO CONSERVE HUMAN ENERGY AND MAINTAIN FIGHTING EFFICIENCY.
- He must : know that any individual load in excess of approximately 40 pounds (including clothing and footgear worn by the soldier) will adversely affect the soldier's ability to move rapidly and deliver effective fire, i.e., the capability of an Infantry soldier to fight is directly related to his load. 93
- : know that the Infantry soldier's fighting load consists only of those items deemed absolutely necessary to be carried and worn by a soldier at all times during combat to accomplish the immediate mission of the unit. 94
- : know that the Infantry soldier's existence load consists of those items of clothing and equipment required to sustain or protect the soldier, including environmental protection, and that the existence load should not be habitually carried in combat, but should be made readily available for the soldier's use as needed. 95

- He will : given a typical mission for a specific area of operations, prescribe the items of clothing and equipment to be worn and included in the fighting load for each job assignment, i.e., rifleman, squad leader, radio-telephone operator, etc., within his platoon and know the approximate weight worn and carried by each man, e.g., to within plus or minus two pounds. 96
- : given a typical mission for a specific area of operations, prescribe the items of clothing and equipment to be included in the existence load for each man and know the approximate weight, e.g., to within plus or minus two pounds. 97
- : ensure through instruction, example, inspection, and continual supervision that each man receives and adheres to instructions governing the composition of the fighting load and the existence load. 98
- He must : prior to departure on a mission and as time permits during the mission, inspect the loads being worn and carried by his men to ensure that all prescribed items are present and to prevent men from wasting fighting energy by back-packing excess amounts of weight. 99
- : tailor individual fighting loads to specific missions with a persistent aim to reduce weight carried to 40 pounds or less, e.g., a small reconnaissance patrol might omit the intrenching tool and thus reduce each man's fighting load by four pounds or approximately 10 percent. 100
- He will : recognize that wetting of the clothing, boots, and equipment of the Infantry soldier significantly increases the weight of the individual load; within the limits imposed by the mission, plan movement to avoid soaking in streams, rice paddies, etc., and order use of the poncho to prevent soaking by rain. 101
- : know the approximate weight of belted machinegun ammunition, grenades, Claymores, light assault weapons, radio batteries, explosives, stream-crossing ropes, and similar items of equipment that frequently must be carried and, within the limits imposed by the mission, ensure an equitable distribution of weight among his men. 102
- He must : base requirements for rest halts during dismounted movement upon the needs of the most heavily laden soldiers, e.g., machinegunners; cross-train men in use of crew-served weapons to permit rotation of heavy weapons and provide relief for bearers without sacrificing ability to deliver fire effectively. 103

- He will : require his men to package, lash, and label existence loads in squad bundles to facilitate pickup, delivery, and ease of reclamation upon receipt by the platoon. 104
- : coordinate the timely pickup, safeguarding, and delivery of existence loads to minimize hand-carrying by members of his unit. 105
- : make maximum use of available wheeled, tracked, boat and air transportation for men and equipment within the limits of the mission and the availability of transport to conserve human energy. 106
- : employ cleared indigenous bearers and locally-procured animal transport when the mission, command policy, and the availability of cleared bearers and the availability of pack animals will permit such use to conserve human energy. 107
- : habitually report the average excess weight above 40 pounds per man to his commander when the nature of the mission and lack of transportation forces the overloading of the individual Infantry soldier. 108
- He must : when casualties are evacuated, ensure that their equipment and weapons (except any items needed by other platoon members) are lashed together, clearly labeled to facilitate return to the platoon, and evacuated through parent unit supply channels to avoid having his men severely over-loaded with equipment abandoned by casualties; but recognize that any items placed on medical evacuation helicopters may be lost to the platoon and limit evacuation of excess items to parent unit supply channels. 109
- He will : when the availability of training time permits, practice and supervise practice by his men of critical performances (e.g., delivery of fire, rapid movement) while wearing a full fighting load to ensure muscular development and the development of coordination under load, particularly when body armor or cold weather clothing must be worn; extend performance under load over time so men develop endurance and learn the upper limits of their capabilities, i.e., instill confidence through performance and thus increase morale. 110

- He must : when the mission requires extensive dismounted movement interspersed with the occupation of defensive and ambush positions (as in search and destroy missions extending over several days and nights), consider packaging Claymores, trip flares, a basic load of ammunition and grenades, rations, mosquito bars and similar items required in defense and arranging for delivery on call by helicopter, air drop, or surface transportation to reduce the soldier's load during movement and during meeting engagements. 118
8. THE IRPL WILL SUPERVISE THE PROCUREMENT, PURIFICATION, AND CONSUMPTION OF WATER; ENSURE AN ADEQUATE SUPPLY OF PURE WATER FOR HIS MEN; CONTROL THE USE OF SALT TO PREVENT SALT DEPRIVATION; AND SET THE EXAMPLE THROUGH HIS OWN USE OF WATER AND SALT.
- He must : know that water and salt are of greater importance than any other single dietary element and that no amount of acclimatization or discipline will enable a soldier to remain physically fit if he does not continually and systematically replace the water and the salt as they are lost from his body. 119
- : know that under extreme conditions of heat, humidity, and physical exertion as much as three gallons of sweat may be produced by one individual in a 24-hour period in addition to the water lost in urine, feces, and expired air and that one-half of one percent of the sweat produced will be salt (sodium chloride). 120
- : know that in cold climates, particularly at high altitudes, water loss through the lungs becomes quite high from breathing dry air and that loss of appetite also results from inadequate water intake. 121
- : know that water intake is normally governed by the thirst mechanism which does not require conscious regulation, i.e., the mucous membranes of the mouth and throat dry out, thus indicating need for water. 122
- He will : prohibit the use of untreated water and native beverages containing water or ice of unknown origin. 123
- : ensure by demonstration and instruction that all personnel assigned to his unit know how to purify water with tablets and canteens; with calcium hypochlorite ampules and canteens, water cans, or a lyster bag; and by boiling. 124

- He must : through coordination prior to departure on any mission, ensure the timely resupply of specified quantities of water when none is available in the area of operations. 125
- : within the limits imposed by the mission, provide time for refilling canteens when a useful water supply is located during movements; post security and expose only the man filling canteens; supervise the addition of water purification tablets and salt tablets, and ensure that leaders guard against the use of untreated water and prevent premature use of water to which purification tablets have been added. 126
- : in emergency situations, obtain water by digging at low elevations in the absence of streams; collect water with spread ponchos and helmet steels during rain showers (particularly in tidal areas where surface and ground water is brackish); carry plastic sheeting and construct a condenser (survival still) in arid areas to obtain water for survival; and melt snow and ice to obtain water in snow-covered areas. 127
- He will : know, and ensure that his men know, that heat stroke is a serious condition with a high death rate; that heat exhaustion and heat cramps can disable a soldier and make him a burden to the platoon; and that heat stroke, heat cramps, and heat exhaustion are caused by failure to replace both the water and salt lost through normal body functioning. 128
- : recognize the symptoms of heat stroke, heat exhaustion, and heat cramps; render treatment; request evacuation of heat casualties; and ensure that his men are capable of recognizing the symptoms and rendering treatment to heat casualties with major emphasis on reducing the body temperature of heat stroke victims and the continuation of treatment during evacuation until a medical officer can assume responsibility for treatment. 129
- : when requesting evacuation for heat stroke victims, specify the nature of the illness as well as the number of casualties so the evacuating agency can be prepared to continue treatment during evacuation. 130
- He must : know that the use of chewing gum or hard candy to alleviate dryness in the mouth and throat serves in no way to fulfill the need for salt and water lost through excretion, perspiration, and respiration. 131

- : know that as soldiers become accustomed to hot weather and high humidity, they are likely to neglect salt discipline, which protects the body against excessive fluid loss, and suffer from chronic fatigue and dehydration despite the ingestion of large quantities of water; thus the need is for both water and salt to replace excretory losses. 132
- He will : specify the minimum number of full canteens to be carried by each man and the number of salt tablets to be ingested separately or added to each canteen full of water as prescribed by the medical officer for the specific tactical area of operations. 133
- : prescribe the minimum number of salt tablets and water purification tablets to be carried by each man and ensure that the tablets are carried in a water-proof container and that they are replenished on a timely basis. 134
- : habitually purify water from any but an officially approved source prior to use for drinking, washing food that is to be consumed without cooking, or for making ice. 135
9. THE IRPL WILL SUPERVISE THE PROCUREMENT, DISTRIBUTION, PREPARATION, AND CONSUMPTION OF INDIVIDUAL COMBAT RATIONS AND BULK RATIONS PACKAGED FOR SMALL GROUPS; SET AN EXAMPLE THROUGH HIS OWN USE OF AVAILABLE RATIONS; AND CONTROL THE SELECTION AND USE OF LOCALLY PROCURED FOOD.
- He will : specify the type and number of meals to be carried by each individual for use during designated periods and ensure adherence to the order to control the weight borne by his men and to ensure adequate nutrition. 136
- : through personal supervision and control exercised by subordinate leaders, ensure the procurement and equitable distribution of rations within his unit, to include rations for attached and supporting personnel. 137
- : require subordinate leaders to supervise the issue of rations to their men prior to accepting their own rations so that any shortage is immediately evident to leaders. 138
- He must : know that the individual combat ration (3 meals) provides an adequate (3600 calories) and balanced diet for troops when the mission permits them to eat regularly and gain adequate rest. 139

- : regulate caloric intake by providing time at regular intervals, as permitted by the mission, for men to prepare and consume food.

140
- : know that caloric intake must balance the energy expended, e.g., a soldier moving on foot in loose snow or through mud and water with a 20-kilogram (44-lb.) load at 4 kilometers per hour will burn up 20 calories per minute or 1200 calories (1 meal) per hour.

141
- : when practical, requisition ration supplements (e.g., food packet, assault, individual, 1.1 lb., approximately 800 calories) when unusual physical exertion and sleep loss are anticipated or encountered during any operation, particularly in extremely hot or extremely cold weather.

142
- : anticipate situations where enemy action or extremes of weather may prevent delivery of rations for several hours; obtain and issue food packets for use only on order to avoid fatigue and loss of efficiency pending a regular issue of rations.

143
- : requisition heat tablets, canned heat, or squad stoves for heating food; aim to provide one hot meal daily with emphasis on the morning meal and the procurement or preparation of hot coffee, cocoa, or tea for men deprived of sleep to offset energy loss caused by lack of rest; prohibit the preparation or recommend against the delivery and distribution of hot food when either action will compromise the mission or increase the vulnerability of his unit.

144
- He will : know that eating can be an enjoyable social act for soldiers, that time allotted to the preparation and consumption of food provides a welcome change and rest from marching with a combat load; thus, a planned halt for the preparation and consumption of rations in a secure area can significantly raise morale.

145
- : within the limits imposed by the mission, provide time for his men to prepare and consume rations with due attention to the selection of a defensible position, to the maintenance of alert security, dispersion, and light-and-noise discipline; guard against possible enemy detection from the propagation of odors and smoke from heating food and fires.

146

- : demonstrate the preparation of individual combat rations by heating unopened cans in boiling water and using the boiling water to prepare a hot drink and by heating rations in the cans (after puncturing) over heat tablets, canned heat, or hot coals. 147
- : during freezing weather, instruct his men to carry rations containing moisture and drinking water inside their clothing so body heat will prevent freezing and to thaw frozen canned rations in hot water to prevent scorching that will result from direct exposure of the can to open flame in an attempt to thaw the contents. 148
- He must : instruct and encourage his men to heat their food to increase palatability, require them to practice personal hygiene during the preparation and consumption of food, and ensure that he and his subordinate leaders set the example for them. 149
- : emphasize that each meal, as issued, provides a planned quantity and variety of food designed to maintain health and vigor; discourage the trading of ration components on the basis of personal preferences (e.g., meat and beans for fruit); encourage men to eat all or nearly all of each component of each meal to ensure a balanced diet and to eat desert items last or to conserve sweets as sources of readily available energy for consumption during rest halts. 150
- He will : know that condiments (onions, catsup, hot sauce, etc.), whole milk, fresh bread, ice cream, fresh fruit, etc. will improve appetites and indicate to the soldier that his leaders are concerned with his welfare; procure condiments and fresh ration supplements from approved sources when possible and ensure equitable distribution. 151
- He must : know that a sudden change from a diet of issue rations to a diet consisting mainly of fresh raw fruit may cause diarrhea with consequent dehydration, loss of strength, and inconvenience. 152
- : use approved (by the medical officer) and properly prepared fresh fruit as a supplement and not as a substitute for regular diet; avoid local foods except those approved by the unit medical officer; and prohibit use by his men of foods procured locally without medical inspection except in survival situations. 153

	: instruct his men to thoroughly cook (boil, broil) indigenous meat or other food that must be eaten for survival; if leafy foods (e.g., lettuce, etc.) are eaten raw, soak for 30 minutes in chlorinated water prior to eating.	154
He will	: ensure that moist food (as opposed to bread, crackers, etc.) is eaten upon being opened to prevent spoilage; religiously avoid contamination of any food to be eaten by any member of the unit.	155
	: ensure that mess gear used to heat bulk rations is sterilized (e.g., by exposure to open flame) prior to use; provide one hot soapy bath and two boiling clear rinse water containers for cleaning mess gear, when possible; and use field expedient methods of cleaning (e.g., scrub with sand and tufts of grass) when necessary.	156
He must	: prohibit the abandonment of food that may be salvaged and used by the enemy.	157
	: prohibit the donation of rations likely to be needed by his men to members of the civilian populace.	158
He will	: particularly in arctic and tropical areas of operations, continually emphasize the necessity for consuming balanced meals at regular intervals to prevent the physical deterioration caused by caloric deficiency and dehydration.	159
He must	: anticipate loss of appetite among his men due to deep fatigue and emotional reactions to battlefield experiences, and during acclimatization in tropical heat.	160
	: through personal contact and the example of all leaders, emphasize the absolute necessity for men to eat regular, balanced meals to increase their chances for survival, to permit them to accept their responsibility as fighters, and to avoid becoming a burden to the unit.	161
He will	: know that a heavy meal eaten immediately prior to an attack will slow reactions and increase complications with belly wounds; seek a time lapse of one to two hours after a heavy meal prior to action that requires rapid, extensive movement, the delivery of assault fire, and possible hand-to-hand combat.	162

10. THE IRPL WILL ANTICIPATE THE EFFECTS OF PROLONGED SLEEP LOSS AND DIRECT AND SUPERVISE DUTY ASSIGNMENTS WITHIN THE PLATOON TO ENSURE ADEQUATE TIME FOR SLEEP WITHIN THE LIMITS IMPOSED BY THE DEMANDS OF THE MISSION.

He must : know that sleep requirements for individual soldiers may vary from 6 to 10 hours out of each 24 hours; that an average of approximately 8 hours of sleep out of each 24 hours is essential to long-term maintenance of individual efficiency; and that prolonged physical exertion, exposure to extremes of weather, and exposure to high levels of stress (e.g., sniper fire, mines, boobytraps, artillery, air attacks, etc.) increase fatigue and need for sleep. 163

: anticipate that during the first night after a physically active day some activity will be required to maintain alert wakefulness and that the hours between 0300 - 0600 will be especially difficult, particularly if the soldier must remain alone and is prohibited from moving around. 164

: anticipate that on the day following, after 24 hours of sleep deprivation, the soldier will perform adequately, may be somewhat irritable, and will probably doze off to sleep if given an opportunity to relax. 165

: on the second night, after 36 hours of continuous sleep deprivation, anticipate that the soldier will drop off to sleep at the first opportunity if allowed to relax, may be unreasonably irritable for short periods, talk nonsense at times, march almost mechanically and stumble frequently on uneven ground, joke about "cracking-up" without awareness of the cause of his difficulty, may deny need for sleep, but probably will perform adequately under supervision or in the active company of other men. 166

: on the second day, after 48 hours of continuous sleep deprivation, anticipate that the soldier will still function under the spur of enemy attack or direct demands of a leader, but cannot sit down or cease movement without going to sleep; speech may be rambling and illogical; attention cannot be focused except for brief periods and instructions, such as route directions and fire data, cannot be recalled and repeated back accurately; eyes may itch and burn; may see double, have hallucinations, and imagine unrealistic events; and may suffer lapses during which reaction time is dangerously slowed. 167

- : during the third night and later, after 60 or more hours of continuous sleep loss, anticipate that earlier symptoms will increase in intensity; the soldier may be kept on his feet with some semblance of performance for a fourth night, but extremely short attention span, illogical thinking, and inability to recall recently received instructions seriously reduce efficiency; and he will go to sleep without regard to consequences if permitted to be still and quiet 168
- : recognize that some men who experience hallucinations as a result of sleep loss may be thoroughly shaken emotionally. i.e., think they are losing their sanity, unless they are made aware that their experience is a common one that will disappear as soon as needed rest is obtained. 169
- He will : place the need for sleep in essentially the same category of importance as the need for water and rations, i.e., recognize that minimum necessary time for sleep and rest at regular intervals is likely to receive less attention than the need for regular meals and ample water unless the need is emphasized strongly by leaders. 170
- He must : know that a work-by-day, sleep-by-night rhythm exists for most men and that efficient adaptation to a combat environment demands that men learn through deliberate behavior to use available time for sleep regardless of the hour or the level of illumination. 171
- : instruct his men in all practical aspects of sleep loss, emphasize that gaining adequate sleep when the tactical situation permits is an essential duty, and provide guidance toward gaining sleep, e.g., avoid cocoa, tea, coffee, smoking or other stimulants immediately prior to opportunity to rest; seek a prone or supine position with deliberate intent to sleep if possible; loosen clothing, and remove footgear if the situation permits; maintain a comfortable body temperature (sleeping bag for warmth in cold weather, hammock for ventilation in hot weather); and avoid gathering in groups or any other activity that stimulates wakefulness. 172
- He will : know that any use of drugs or alcohol (a depressant) to gain sleep may dangerously slow reaction time in the event of a general alert; prohibit the use of any sleep-inducing drug not specifically prescribed for the individual(s) concerned by a medical officer. 173

- He must : forewarn his men against the harmful, insidious, 174
and possibly fatal effects of carbon monoxide poisoning that may result from sleeping in any enclosed, poorly ventilated space such as a fighting hole completely covered with a poncho, particularly if an open flame heat source is used, and emphasize adequate ventilation and the value of fresh air during sleep.
- : know that inadequate security will often make men 175
restless and thus inhibit sleep; emphasize the necessity for security personnel to maintain vigilance so that others (and later themselves) may seek rest with confidence.
- : know that prolonged and continuous sleep loss is 176
a major cause of combat exhaustion and enforce rest periods prior to and after missions that cause extensive sleep loss.
- : maintain a continuing estimate of sleep loss among 177
his men and make assignments and provide facilities for extended rest as soon as possible after prolonged sleep deprivation.
- He will : know that about 90 minutes of uninterrupted sleep 178
are required to provide a period of 30 to 40 minutes of deep and restful sleep; when possible, schedule this as a minimum period of rest in preparation for any mission involving men who have been deprived of regular periods of sleep and must anticipate further deprivation.
- : maintain a record of preparation and movement 179
times to gain experience factors that will avoid early disturbance of resting men with subsequent long periods of useless waiting prior to action.
- He must : when men have been deprived of sleep and are 180
deeply fatigued during movement, conduct frequent counts of his men (and always after a rest halt) to ensure against loss of men who have gone to sleep during a rest halt or collapsed into sleep during a momentary halt at an obstacle.
- He will : know that 10 to 12 hours of undisturbed sleep 181
refresh a soldier almost completely even after being largely deprived of sleep for periods of two to three days and nights.

- : ensure that any individual who has lost sleep to a degree that prohibits rational thinking and adequate reaction to danger is given 10 to 12 hours of rest as soon as the tactical situation permits. 182
- : continually check individual assignments within his small units and ensure that all members of the unit, including his small-unit leaders, gain equitable amounts of sleep in the face of needs to man security positions, provide men for patrols, maintain weapons and equipment, and attend to administrative needs. 183
- He must : know that leaders are no less susceptible to irrational thinking and illogical behavior as a result of prolonged sleep loss than are others; that the responsibilities of leaders may often make it extremely difficult to obtain uninterrupted sleep; that adequate sleep is vital to effective decision making; and that intermittent sleep is almost as effective as prolonged sleep and deliberately plan periods of one and one-half to two hours to gain needed sleep when the opportunity for longer periods of regular sleep is denied by the demands of the mission. 184
11. THE IRPL WILL, IN ALL AREAS WHERE DANGER FROM MALARIA EXISTS, PRACTICE MALARIA DISCIPLINE, ENFORCE THE PRACTICE OF MALARIA DISCIPLINE AMONG HIS MEN, AND ELIMINATE OR REPORT THE LOCATIONS OF MOSQUITO BREEDING PLACES WITHIN OR NEAR BASE AREAS OCCUPIED SEMIPERMANENTLY BY HIS MEN.
- He must : know that malaria is one of the most common disabling diseases found in tropical and subtropical areas, particularly in underdeveloped countries. 185
- : know that malaria demands prompt, adequate treatment and evacuation to a medical facility. 186
- : know that malaria is caused by a microscopic parasite carried by mosquitoes; that the only sure way of preventing malaria is to avoid the bites of infected mosquitoes, and that the mosquitoes primarily responsible for transmitting malaria cannot be heard or felt. 187
- : know that mosquitoes also transmit dengue (break-bone fever), encephalitis (brain fever), filariasis (elephantiasis) and yellow fever; that an excellent vaccine provides almost perfect protection against yellow fever; but that the best protection against the other diseases listed is the prevention of mosquito bites. 188

- : know that disease-bearing mosquitoes may range to areas over a mile from their breeding and resting places and may be borne by the wind for much greater distances, e.g., 100 miles; thus no unscreened and unprotected area can be considered safe in an area where mosquitoes are common and the diseases they spread are prevalent. 189
- : indoctrinate his men with the idea that protection against malaria and other mosquito-borne diseases is an individual military responsibility and that the consequences of contracting such a disease may mean death, serious disability, unexpected recurrence of symptoms, or the needless infection of innocent personnel. 190
- He will : practice and enforce malaria discipline among his men. 191
- : seek to ensure through direct personal supervision and instruction that he and all men for whom he is responsible commence taking suppressive medication ("anti-malaria pills") as prescribed by a medical officer prior to entry into an area where malaria is prevalent; continue the medication throughout the tour; and terminate the medication after departure from the area as prescribed by a medical officer. 192
- : maintain a roster of all unit personnel, including attached indigenous personnel such as interpreters, liaison officers, bearers, guides, etc., who must receive suppressive medication against malaria, issue the medication on a timely basis as prescribed, and witness and record the ingestion of the medication. 193
- : carry an adequate amount of suppressive medication in a waterproof container for timely use on missions that may temporarily isolate his unit from a source of supply and for use in survival situations. 194
- He must : recognize combinations of chills, fever, headache, and fatigue as probable indications of malaria; know that prompt medical treatment is required to prevent death; and promptly evacuate apparent cases of malaria. 195
- He will : require his men to wear protective clothing, particularly during or near hours of darkness, including long-sleeved shirts and long trousers, and prohibit men from cutting off sleeves and wearing abbreviated clothing, such as shorts and T-shirts, in mosquito-infested areas. 196

- : request insect repellent and aerosol bombs as a routine resupply item to be delivered and distributed with rations.

197
- : require his men to apply insect repellent to exposed skin surfaces and to tight-fitting areas of clothing during exposure to mosquitoes and reapply, particularly to face, neck, and hands, when sweat dilutes and washes away repellent, e.g., on an hourly basis in mosquito-infested areas.

198
- : recognize that a strongly-scented insect repellent may serve as a battlefield cue to the enemy in ambush and patrolling situations and, given a choice, use the effective repellent that is least odoriferous to individuals not habituated to the odor.

199
- : ensure use of a properly adjusted (not touching the skin) bed net (mosquito bar) while sleeping in mosquito-infested areas when the tactical situation permits and instruct men to clear the inside of the net by spraying with aerosol bomb prior to use.

200
- : require use of head nets for increased protection from mosquitoes, particularly during rest and sleep, when the tactical situation prevents the use of bed nets.

201
- : know that head nets significantly reduce visibility during low levels of illumination and ensure by inspection that alert personnel, sentries, etc. apply insect repellent as required, e.g., hourly, in mosquito-infested areas when use of the head net would reduce security.

202
- : recognize that the nature of the Infantry mission frequently will demand that soldiers traverse, search, and fight in swamps, inundated areas, jungles, and isolated villages where mosquitoes and cases of untreated malaria and other mosquito-borne diseases exist uncontrolled; employ personal example, instruction, inspection, command emphasis through subordinate leaders, group pressure, and appeal to individual pride and integrity to make the practice of malaria discipline habitual with all personnel for whom he is responsible.

203
- He must : recognize any collection of untreated stagnant water allowed to stand for 10 to 15 days as a potential breeding place for mosquitoes, e.g., tin cans, shell craters, marshes, rice paddies, ditches, etc.

204

- : recognize areas of tall grass, thick brush, or similar vegetation, particularly in the vicinity of standing water, as harboring places for mosquitoes. 205
- : given the responsibility for control of mosquitoes in a specific area, e.g., his platoon's area within a base camp, inspect the area, supervise the elimination of mosquito breeding and harboring places within the limits of available manpower and materiel, and report breeding or harboring areas he is unable to eliminate. 206
- He will : ensure the spraying of quarters, messes and other tents and buildings daily with aerosol bombs with special attention to walls, ceilings, and corners; require the spraying of shelter tents, sleeping shelters, and other field fortifications in a like manner. 207
- : demonstrate, explain, and supervise the use of portable sprayers and insecticides issued for the control of mosquitoes in a specific area, including periodic inspections and maintenance of control over time during occupation of the area. 208
- : recognize that the existence of malaria and other mosquito-borne diseases among indigenous personnel and the presence of mosquitoes in the tactical area of operations constitute a direct and continuing threat to the health of his troops. 209
- : report the existence and location of mosquito-borne diseases and mosquitoes in any area jointly occupied by indigenous personnel and troops as soon as the tactical situation permits and, in accordance with current civic action policy, act to eliminate disease and control mosquitoes. 210
- : pending effective control of mosquitoes, enforce malaria discipline among his men and minimize troop exposure time within the limits imposed by the mission. 211
12. THE IRPL WILL IDENTIFY MEN SUSCEPTIBLE TO MOTION SICKNESS AND TAKE PREVENTIVE MEASURES TO LIMIT THE EFFECTS OF THE ILLNESS UPON INDIVIDUAL MILITARY EFFICIENCY.
- He must : know that motion sickness stems primarily from excessive stimulation of the semicircular canals of the inner ear which are associated with the maintenance of balance, but that the senses of sight, smell, taste, and hearing may also be involved in individual cases. 212

- : anticipate the occurrence of motion sickness among men riding in aircraft, ships, and, less frequently, in wheeled and tracked vehicles during rapid cross-country movement.

213
- : know that most soldiers, if provided the opportunity, become habituated to the movement of aircraft and surface vehicles, but that extremely turbulent air or a very rough sea may cause motion sickness even in experienced personnel and thus reduce efficiency at a critical time, e.g., during an air assault into an enemy-occupied area or during a landing on a hostile beach.

214
- He will : recognize, and ensure that his men can recognize, the symptoms of motion sickness, i.e., headache, nausea, dizziness, and vomiting, frequently accompanied by fatigue and by profuse sweating in warm weather.

215
- : know, and ensure that his men know, that alcoholic hangover, loss of sleep, fatigue, overloading the stomach (particularly with rich, heavy foods), an empty stomach, and constipation will increase susceptibility to motion sickness and forewarn his men to avoid these conditions prior to movement in a craft or vehicle that may cause motion sickness.

216
- : recognize the conditions that aggravate motion sickness and eliminate as many of the conditions as possible, i.e., poor ventilation, foul odors, overheating, loud noises, necessity to use the eyes for close work during movement, and exposure to other individuals suffering from motion sickness.

217
- : ensure the availability of plastic or paper bags for the deposit and disposal of vomitus to minimize stench and effect upon other passengers.

218
- He must : through observation and questioning of leaders, identify men who tend to suffer from motion sickness and supervise preventive treatment.

219
- : know that seating affected men low and near the center of gravity of the vehicle or craft, keeping them warm, providing fresh air, providing a support for head and neck, and advising them to close their eyes may bring relief and aid recovery from motion sickness.

220
- : obtain and administer the prescribed dosage of drugs from the unit medical officer prior to exposure to conditions likely to cause motion sickness.

221

- : know that drugs used to control motion sickness may cause drowsiness, loss of alertness, blurring of vision, or other side effects; limit usage over time to prescribed dosages or smaller dosages that are effective; control the use of drugs; and encourage his men to become habituated to the motion involved and thus avoid the decrease in alertness likely to result from the use of drugs. 222
- : instruct his men in the causes and effects of motion sickness, inform them of the conditions that aggravate the illness, provide orientation rides to facilitate habituation, establish a positive attitude toward the control of motion sickness, and maintain alertness and military efficiency through intelligent control and habituation on an individual basis. 223
- : seek to control motion sickness in himself, preferably through habituation, to set an example for his men. 224
13. THE IRPL MUST KNOW THE MOST PROBABLE CAUSES OF COMBAT EXHAUSTION, TAKE PREVENTIVE MEASURES TO MINIMIZE ITS OCCURRENCE AMONG HIS MEN, DETECT AND RECOGNIZE THE APPARENT SYMPTOMS, AND SEEK THE AID OF THE UNIT COMMANDER AND THE UNIT MEDICAL OFFICER WITH SPECIFIC CASES THAT FAIL TO RESPOND TO PREVENTIVE ACTION.
- He will : know that combat exhaustion is a gross reaction to stress resulting from severe physical exertion, sleep loss, prolonged attempts to maintain constant alertness in the face of extreme hazards, and the effects of witnessing the occurrence of violent death and serious wounds among fellow soldiers. 225
- He must : anticipate that casualties will result directly or indirectly from combat exhaustion, and that men wounded by bullets, blast, and fragments often suffer such wounds as a result of deep fatigue that was covered by strong self-discipline and unit loyalty. 226
- : know that highly-motivated, well-trained, intelligent, and emotionally stable soldiers who have initially made a good adjustment to combat may become victims of combat exhaustion as a result of prolonged and continuous exposure to physical exertion and the emotional stresses of the battlefield. 227
- : know that combat exhaustion is usually a transient condition that can be treated effectively but that lack of early treatment may permit the illness to progress to a permanent reaction. 228

- : know that diagnosis and treatment of combat exhaustion demand the professional services of a medical officer (M.D.) with psychiatric training and that attempts by line officers and NCO's to "handle" apparent combat exhaustion cases within the platoon without referral to a medical officer may result in permanent loss of the ill soldier as a combat casualty or as an ineffective casualty who eventually must be evacuated. 229
- He will : within the limits imposed by the mission, ensure the fulfillment of his men's needs for clothing and footgear; hot, palatable rations; adequate water for drinking and bathing; shelter from extremes of weather; opportunity to rest and sleep; prompt delivery of mail; prompt first aid and evacuation of wounded; disposition of men KIA; leaves and passes; and an equitable rotation of hazardous duties as aids toward maintaining efficiency and aiding recovery from physical exertion and stress. 230
- He must : know that financial difficulties, marital troubles, illness of relatives and similar problems can vastly increase the total stress to which the soldier is subjected in combat. 231
- : be available and approachable when a soldier has a personal problem requiring counseling and guidance. 232
- : know that agencies and individuals (e.g., Army Emergency Relief, Red Cross, Soldier's Advocate, Chaplains) are responsible for aiding soldiers to solve personal problems; assist the individual to define his problem, then refer the soldier to the proper agency or individual and follow up the case through contact with the soldier to ensure that available aid was given. 233
- He will : avoid becoming involved in depth in personal problems best handled by other individuals and agencies to preclude distraction from tactical responsibilities and interference with the maintenance of the general welfare of all members of his unit. 234
- He must : keep his men informed of the situation and forewarned of impending tasks to permit planning and preparation and thus reduce stress. 235
- : habitually report any failure of administrative personnel (e.g., nondelivery of hot rations and water) that results in deprivation of basic necessities vital to accomplishing the unit mission and maintaining the health and efficiency of his men. 236

- He will : as a matter of honesty and loyalty to his commander and his men, assess and report the capabilities of his unit in terms of numbers of men available for duty, hours of combat exposure time without rest, nutrition made available, and the availability of weapons and materiel vital to the accomplishment of a mission; e.g., a 20-man rifle "platoon" with less than half a basic load of ammunition, no rest, little water, and only two cold meals for the past 40 hours obviously is not equivalent to a full-strength platoon that is rested, completely equipped and well nourished, although both groups may be referred to as " platoons ." 237
- : habitually identify misconceptions, half-truths, and misinformation concerning the enemy (e.g., "The enemy can see in the dark like cats."); expose misinformation and emphasize that the enemy is human, susceptible to human error, and vulnerable to detection, destruction, and capture 238
- : anticipate that inexperienced troops, not yet disciplined in human maintenance, will waste an unwarranted amount of time at horseplay, idle conversation, card games, and similar activities at the beginning of a campaign; establish and enforce policy and provide supervision that will result in maximum use of available time for vital personal maintenance and needed rest. 239
- He must : through observation and personal interaction with his men, get to know them by sight and by name as quickly as possible after he or they join the unit; maintain a continuing and objective estimate of each soldier's current and potential ability, particularly his ability to face the enemy and deliver effective fire; and deliberately seek to gain and maintain a strong impression of the normal behavior of each soldier. 240

- : detect and recognize the apparent symptoms of combat exhaustion through direct observation, conversation with the affected individual, and reports from subordinate leaders and the medical corpsman, i.e., persistent feelings of fatigue despite opportunity to rest; increasing irritability; withdrawal from company of teammates, seclusiveness; expressed feelings of weakness, inadequacy or worthlessness; tears, laughter or aggressiveness inappropriate to the situation; inability to sleep, complaints of nightmares and spontaneous awakening; inability to grasp and retain orders and instructions, often with apparent lack of facial animation; tremor in hands and voice; stuttering, loss of voice or incoherent speech; apparent apathy, particularly in the face of orders and encouragement from fellow soldiers or in the face of danger; complaints of frequent or continuous headaches and low back pains, particularly after exertion; unsteadiness, clumsiness in movement and weapons handling accompanied by expressed feelings of faintness or dizziness; loss of appetite or heartburn, belching or vomiting after ingestion of relatively small amounts of food; and complaints of chest pains, difficulty in breathing, and heart palpitations. 241
- : instruct his subordinate leaders and potential leaders in the detection and recognition of the persistent indications of combat exhaustion and emphasize all aspects of human maintenance as positive action toward the prevention of combat exhaustion. 242
- He will : upon recognition of combinations of persisting indications of combat exhaustion, describe the symptoms to the commander or to the unit medical officer and recommend evacuation or, in severe cases, order evacuation as for any other type of casualty. 243
- : know that a strong conflict may exist for the individual as to whether to remain with the unit or accept evacuation, e.g., a man suffering from severe combat exhaustion may foresee death or a wound as the only honorable way to terminate what for him has become an intolerable situation; if in doubt as to the casualty's ability to function adequately under fire, order his evacuation without giving him a choice. 244
- : if a soldier loses control under stress, prevent him from hurting himself or others by undue exposure to fire, violent behavior, or noise or action that might draw fire (e.g., during a patrol); have the medical corpsman administer a sedative; and evacuate the casualty as soon as practicable. 245

- : attach no stigma to the evacuation of a soldier suffering from apparent combat exhaustion; anticipate and announce his probable return to the unit (often after 12 to 24 hours of treatment); and be prepared to reassign him upon completion of treatment. 246
- : if verbally expressed symptoms and observed behavior indicate that a soldier who has returned to duty after treatment for combat exhaustion is ineffective, refer him to the unit medical officer and recommend to the commander that the casualty not be reassigned to a combat unit. 247
- He must : accept the fact that he himself is subject to combat exhaustion, care for himself within the limits of the demands of his mission and the welfare of his men, and seek the advice of his commander and aid from the unit medical officer if he feels unable to accomplish his mission and care for his men. 248
- : know that memory lapses and errors in judgment may result from combinations of severe stress and chronic fatigue; within the limits imposed by the mission and the needs of his men, obtain food, water, rest, and sleep necessary to maintain the physical energy and clarity of thought essential to planning, decision making, and physical exertion demanded by campaign conditions. 249
- He will : if a soldier is suspected of malingering, i.e., feigning illness to avoid hazardous duty, ensure that the suspect receives medical attention and report the facts to his commander for any necessary disciplinary action. 250
14. THE IRPL WILL ENSURE THAT HIS MEN MAINTAIN VIGILANCE (ALERT WATCHFULNESS) UNDER ALL CONDITIONS OF VISIBILITY AS DEMANDED BY THE TACTICAL SITUATION DESPITE FATIGUE RESULTING FROM PHYSICAL EXERTION, EMOTIONAL STRESS, AND SLEEP DEPRIVATION.
- He must : recognize that the basic purpose of human maintenance is to keep the members of his unit vigilant against surprise by the enemy and adequately prepared, both physically and psychologically, to detect, locate, identify, and defeat any enemy threat, i.e., the mission and the lives of the members of the small unit depend upon the constant maintenance of a high level of vigilance by all personnel not specifically authorized to rest at any given time when contact with the enemy is possible. 251

- He will : fix definite and explicitly stated responsibilities (equipment, post or location in formation, area of responsibility, cues to be anticipated, desired responses to cues, etc.) for each task requiring maintenance of a high level of vigilance, e.g., point or flank security personnel, listening post operators, men manning local security posts or alert positions on perimeter, radio watch at CP-OP, etc. 252
- : ensure through instruction and by continual observation, questioning, and inspection that each soldier understands the responsibilities demanded of him and that the state of training and physical condition of each individual fit him to meet assigned responsibilities. 253
- He must : know that individual differences exist among men as to their abilities to maintain a high level of vigilance over extended periods, e.g., other factors being equal, men in their mid-thirties tend to be more vigilant than younger or older men. 254
- : with the aid of subordinate leaders, seek to identify the individuals who maintain the highest and lowest levels of vigilance within each small unit; select high performance personnel for critical periods; increase frequency of stimulation for low-performance personnel. 255
- : anticipate a systematic drop in vigilance over time; after 20 to 30 minutes, alertness decreases rapidly unless the soldier is stimulated by relief by a buddy, contact with a leader, or the necessity to respond to an easily perceived cue, etc. 256
- He will : take deliberate steps to maintain an adequate level of vigilance among the personnel responsible for maintaining security. 257
- : consider the value of friendly man-made noises toward the maintenance of alert watchfulness when planning harassing and interdiction fires, particularly for periods from midnight to daylight; forewarn alert personnel to anticipate and report the delivery of friendly indirect fires. 258
- : use a "hot loop" telephone circuit or radio communication on one frequency to connect security posts to the CP-OP so that conversation or signals between any two stations is audible at all posts in the circuit and require each post to respond to a call from the CP-OP at random intervals of 10 to 30 minutes. (Response may require merely blowing gently into the telephone handset or depressing the radio handset switch a pre-arranged number of times.) 259

- : have jerk lines installed between adjacent fighting positions on the perimeter, i.e., a length of communications wire with a large loop in either end which, when slipped over a soldier's arm, will permit the occupant of the hole to be jerked awake in case of a general alert. 260
- : contrive noisemakers (cartridge case in can hung on brush, vines or wire on perimeter or in front of security positions) to aid alert personnel to detect enemy movement. 261
- : use trip flares, trip-wired grenades, and Claymores as a matter of SOP on perimeters, but forewarn alert personnel to anticipate enemy attempts to locate and deactivate grenades and trip flares and salvage, break electrical connections or turn Claymores during stealthy attacks and harassment. 262
- : instruct his men to focus attention upon and discriminate between man-made sounds and natural environmental sounds, i.e., man-made sounds usually tend to be abrupt and of short duration when made unintentionally; natural sounds, such as the rustling of leaves and grass in a breeze or insect noises, are usually continuing sounds; an abrupt cessation of insect noises may indicate enemy movement. 263
- : when men are fatigued and must lose sleep to maintain security, provide extra food with a high sugar content (chocolate, desserts from rations, ration supplements, assault rations, etc.) to provide quick energy. 264
- : provide security personnel with hot, sweet cocoa, coffee or tea to obtain stimulation from the caffeine content and quickly assimilated energy from the sugar content when practicable. 265
- : post two or three sentinels on each listening post and each critical security post and vary the time (20 to 30 minutes) and the number of personnel required to maintain vigilance within irregular time periods, e.g., one man on watch, two resting, and vice versa. 266
- : when the situation permits, visit and have subordinate leaders visit security posts on and within the perimeter at randomly irregular times to stimulate individuals manning the posts and thus increase alertness. 267

- : rotate point, flank, and rear point security personnel at irregular intervals to reduce fatigue and increase vigilance during movement.

268
- : know that extremes in temperature (hot, humid weather or freezing weather) increase the difficulty of maintaining vigilance, and increase the frequency of contact between leaders and security posts during such weather.

269
- : know that hoods, scarves, helmets, etc. tend to interfere with hearing and mask significant battle-field cues during cold weather; warn against masking of hearing and check to guard against it.

270
- : recognize, and ensure that his men recognize, that an apparent lack of depth perception, i.e., the landscape takes on the appearance of a picture with a "flat" look, is a positive indication of deteriorating vigilance, as is daydreaming, loss of orientation as to direction in a fixed position during darkness, or feelings that the situation is unreal; instruct men to concentrate on target detection, deliberately take five or six deep breaths, shift position slightly, wet face with water from canteen, check locations of fire stakes, or take similar action to increase vigilance without violating light or noise discipline; and, if the maintenance of vigilance seems impossible, awaken a buddy or obtain relief by calling the CP-OP.

271
- : as a last resort, require men to stand in concealed positions or walk back and forth between security positions to ensure that they remain awake and provide some security despite the lack of ability to remain awake in a fixed, covered position.

272
- He must : know that drugs (e.g., benzedrine sulfate) may aid men to maintain a high level of vigilance over extended periods despite fatigue; but use drugs for this purpose only when specifically prescribed by a medical officer and in strict accordance with the medical officer's instructions.

273
- He will : know, and ensure that his men know, that alcohol tends to relax users and prohibit the use of alcohol by personnel during the performance of any military duty except when specifically prescribed by a medical officer.

274

- He must : recognize frequently recurring battlefield situations 275
that tend to cause a general drop in vigilance, e.g.,
the delivery and distribution of hot food, mail, supplies,
etc. at any forward position; successful assault and
occupation of an objective with apparent hasty withdrawal
of the enemy, particularly if indigenous personnel appear
to welcome the troops; halts for rest or at an obstacle,
particularly when troops are fatigued; the period imme-
diately after an enemy attack appears to have been repel-
led by troops in defensive positions; the last few hundred
meters of movement of a patrol returning to the parent
unit's perimeter; in short, any situation where an apparent
lull in enemy activity occurs after violent, stressful,
or extended action.
- : ensure that small-unit leaders observe for and 276
recognize sharp drops or lapses in vigilance and take
specific action to maintain security and keep men
dispersed and alert to avoid surrendering the initiative
to the enemy.
- He will : habitually assume, in the absence of orders to 277
the contrary, that each small unit is responsible
for its own security 24 hours a day and organize
and maintain vigilant security positions to prevent
surprise and to provide as much rest for his men as
the situation will permit.
15. THE IRPL MUST CONTROL HIS OWN FEAR; AID HIS MEN TO RECOGNIZE THE SYMP-
TOMS OF FEAR AS NORMAL, LARGELY USEFUL, HUMAN REACTIONS TO DANGER;
AND BY PRECEPT AND EXAMPLE LEAD HIS MEN TO SUBORDINATE ANXIETY AND
INACTION TO OBJECTIVE JUDGMENT AND POSITIVE ACTION TOWARD ACCOMPLISH-
MENT OF THE MISSION.
- He must : know that fear is an emotion common to all 278
normally perceptive human beings and permit no
member of his unit to think that a feeling of fear
in the face of danger is unusual or uncontrollable.
- : forewarn his men to anticipate and recognize 279
symptoms of fear experienced by the majority of
soldiers in combat, i.e., violent and rapid heart-
beat; sick, sinking or tight feeling in the stomach;
muscular tension and trembling; sweating, a dry
mouth; and fleeting tired or weak feelings.
- : forewarn his men that a small minority of men 280
may vomit or involuntarily defecate or urinate in
their clothes and still retain their wits and fight
well.

: know, and ensure that his men know, that the natural reaction of the human body in response to danger is to prepare for action, i.e., the adrenal glands release adrenalin to increase heart rate, stimulate production of blood sugar (energy) by the liver, speed muscular reaction to brain impulses, and hasten the clotting of blood; the accelerated heartbeat rapidly shifts the blood from the viscera to the dilated arteries of the brain and the voluntary muscles used for weapons handling, movement, and load bearing; the liver pours extra energy into the blood stream; the lungs increase the supply of oxygen to the blood; sweat is secreted to maintain normal body temperature despite vastly increased muscular activity; the stomach and intestines cease contraction to divert all available energy to the voluntary muscles; the spleen releases an emergency supply of oxygen-carrying red corpuscles into the blood stream; and the pupils of the eyes dilate to increase visual acuity--in short, the human body automatically mobilizes for violent action against the threat of danger.

281

He will : know that the ability to maintain and effectively employ weapons with a high degree of efficiency provides a primary source of confidence for the individual Infantry soldier and thus aids to allay fear; provide practice in weapons usage periodically, especially when contact with the enemy is intermittent.

282

: instruct his men that the best antidote for fear is direct action in accordance with orders and prior training and continually emphasize the necessity for every member of the team to deliver effective fire as a primary and vital contribution to the team effort against the enemy during contact.

283

He must : know that knowledge of and faith in the cause of the war; current knowledge of the situation, the enemy, and the mission; a vigorously healthy physical condition; a high level of technical skill with weapons and equipment; familiarity with sights, sounds, and odors of battlefield; constant maintenance of adequate and alert security; adequate rest, nutrition, and protection from extremes of weather; simple and effective plans; useful activity that contributes directly to the accomplishment of the mission or to the welfare of the men (as opposed to idleness, boredom, and brooding); adequate resupply and prompt evacuation of casualties; faith and confidence in leaders at all echelons of command; group loyalty, tolerance, and comradeship; buddy-system organization within fire teams; humor; religious faith; and the pride and integrity of the individual soldier--all of these--aid in the control of fear.

284

- : habitually promote activity, provide information, and enhance attitudes and beliefs that will aid the members of his unit to control fear and reduce anxiety. 285
- He will : know, and ensure that his men know, that fear and panic are contagious; emphasize that every member of the unit must aid any individual who has difficulty in gaining control of himself and fighting as a team member. 286
- : set a calm and confident example by his words, actions, and facial expression and demand that subordinate leaders and potential leaders set like examples for their men. 287
- : know that few soldiers run away in the face of danger, but recognize that the soldier who crouches behind cover without firing or moving to a better firing position may be immobilized by fear; forewarn subordinate leaders and potential leaders to watch for such behavior and use firm words and forceful example to lead the soldier to fight as a team member, e.g., designate a target area and demand that he aid in delivering fire on it or point out a forward position and demand that he move to it and commence firing while the fighter-leader covers his movement with fire. 288
- He must : if a panic-stricken soldier in flight fails to respond to an order prefaced by his name, employ such force as is necessary to control him, prevent the spread of panic, prevent the man from needlessly exposing himself, and get the man into a rational and contributing role as quickly and calmly as possible. 289
- : instruct his small-unit leaders and potential leaders in the handling of hyperactive cases of panic. 290
- : order the evacuation of any acutely disturbed soldier who becomes a menace to himself and a liability to the unit because of inability to perform adequately under stress. 291
- He will : anticipate a feeling of exhilaration, possibly an emotional attitude of invulnerability, during initial contacts with the enemy as a direct result of experiencing his ability to control fear and dominate the enemy; recognize the emotional basis of the feeling; and avoid reckless exposure, emotional statements (e.g., "They can't kill me!"), and similar immature reactions that may cause his men to doubt his judgment and question his ability to lead them. 292

: earmark for close supervision any individual who appears to know no fear, as evidenced by reckless and foolish exposure to enemy fire or a disregard of orders that might waste human life or threaten the mission, e.g., smoking on ambush or opening fire on a superior enemy force during the conduct of a reconnaissance patrol where orders have been issued to withhold fire. 293

16. THE IRPL WILL RECEIVE, ORIENT, AND ASSIGN REPLACEMENTS; SUPERVISE THEIR INTEGRATION INTO HIS PLATOON, AND ACT DELIBERATELY TO DEVELOP EACH REPLACEMENT TO FULL POTENTIAL AS A VERSATILE AND AGGRESSIVE INFANTRY SOLDIER.

He must : know that his platoon often will be understrength, possibly by as much as 30 to 50 percent; recognize the value of the command structure, team organization, and cohesion likely to exist within any part of a small unit with combat experience; and avoid the consolidation of rifle squads and fire teams that would eliminate a basis for reorganization of a squad upon assignment of replacements. 294

: know the current strength and maintain a current estimate of the effectiveness of each small unit (squad and fire team) within his platoon and be prepared to assign any replacements received toward effecting a balance of strength among his small units. 295

He will : anticipate possible feelings of inferiority (as exemplified by a lack of aggressiveness, defensiveness, anxiety, etc.) among replacements with no combat experience when they arrive in the tactical area of operations; recognize such feelings; and erase or diminish them by welcoming the newly arrived soldier to the unit and expressing confidence in his ability to become a useful team member. 296

: avoid the unexplained use of jargon peculiar to the unit or peculiar to the theater of operations during initial orientation, display a friendly attitude, and use simple language with the knowledge that frequent use of meaningless (to the replacement) jargon may intimidate a shy soldier and alienate a more aggressive one. 297

- : maintain notes (based on observation of behavior of replacements, if possible) to ensure coverage of major company and platoon SOP and common areas that cause casualties and mission failure, e.g., need for acclimatization; bunching up (specify intervals); violations of light-and-noise discipline; lack of fire discipline; failure to use available camouflage, cover, and concealment; moving too slowly when exposed or moving without covering fire when it is available; necessity for aggressiveness in assault; need for patience in ambush positions; weapons safety; personal hygiene; and relations with indigenous personnel. 298
- : determine the qualifications of the individual replacement by review of his records when practicable and by personal interview; assign the soldier primarily on the basis of unit needs and individual qualifications, but consider personal preferences and emphasize the need for a good man in the assignment that is made. 299
- : forewarn the soldier against taking too seriously the "war stories" that may be told to impress him. 300
- He must : inspect the clothing and equipment of each replacement, ensure adequacy and serviceability; ensure that the replacement has an opportunity to test fire and zero his primary weapon under competent supervision as soon as possible after the weapon is issued; and, as rapidly as time and facilities permit, cross-train his men in weapons handling so that any member of the platoon (including himself) can maintain and deliver effective fire with any weapon assigned to the platoon under all conditions of weather, terrain, and visibility. 301
- : introduce the newly arrived soldier to the platoon sergeant and squad and fire team leaders. 302
- : require that each newly arrived soldier be paired with a combat-experienced soldier and charge this individual with helping the new soldier to learn what is required of him, and aiding his assimilation into the unit 303
- He will : ensure that all members of his platoon recognize that each replacement faces the dual task of getting acquainted and adjusting to combat in an environment likely to be new and strange; emphasize the necessity for all personnel to aid in the adjustment of each replacement to strengthen team effort, to provide realistic informal and incidental instruction and information at every opportunity without exaggeration, and to aid each newly arrived soldier in gaining a secure position as a team member with minimum delay. 304

- : anticipate a high level of motivation among newly arrived soldiers and ensure their attendance at any orientation or training courses being conducted by higher units as soon as possible after arrival. 305
- : anticipate a period of two to four weeks wherein the replacement will require close supervision by an experienced buddy and small-unit leaders and a period of four to five months wherein improvement in performance continues, with need for continual supervision thereafter to prevent lapses of vigilance and inadequate performance. 306
- He must : within the limits of the unit mission, ensure that newly assigned soldiers serve first on perimeter security positions with old hands, go on daylight patrols, then on night patrols and ambushes during a break-in period designed to introduce responsibilities gradually from the simple to the more complex, i.e., from reasonably safe tasks to the most hazardous ones. 307
- : avoid extra-hazardous assignments, such as point man for a patrol, for newly arrived men pending exposure to learning situations that will prepare them for the more hazardous tasks. 308
- He will : recognize that break-in periods for NCO's may often be as necessary and useful as for other replacements and, to the degree possible, aid NCO's in becoming oriented by having them serve as observers or as assistant leaders under supervision prior to assigning them to lead small units on semi-independent missions. 309
- : recommend for promotion any individual who adjusts rapidly, learns quickly, and assumes a position of leadership that entitles him to promotion; ensure that this policy is known throughout his unit. 310
- He must : anticipate a drop in morale in the small unit that suffers heavy losses in combat and, given a choice, assign specially selected replacements and leaders to aid in reconstituting the unit; forewarn replacement leaders assigned to such units to ensure their understanding of the reason for the low morale. 311

- He will : anticipate that time often will be available for training in combat areas; recognize the usefulness of on-the-job training and the value of individual training conducted by small-unit leaders and key specialists (e.g., radio-telephone operator, machine-gunners, automatic riflemen, antitank gunners, medical corpsman, mortar forward observer) using the coach-and-pupil method. 312
- : know that highly individualized instruction, i.e., one instructor and one learner, keeps men occupied when they might otherwise be frustrated, fearful, or brooding and need not interfere with vigilance or rest when properly organized in selected situations, e.g., in defensive positions. 313
- : avoid "busy work" and "eyewash" that amounts to useless harassment and, to evaluate the allotment of time to any activity, ask, "To what degree will this activity aid mission accomplishment and reduce casualties by increasing individual and team proficiency in combat?" 314
- : recognize impatience as a characteristic of an inadequately trained (poorly disciplined) soldier, as exemplified by failure to use camouflage, cover, and concealment and by inability to maintain light-and-noise discipline in ambush, etc.; achieve combat discipline by allotting training time to specific knowledges and skills in which men are least proficient. 315
- : anticipate that each small-unit leader charged with training will allot maximum time to the knowledges and skills in which he is best qualified to the possible neglect of other, equally important, training; observe individual and team performance in each small unit; specify the knowledges and skills that require additional training (combat discipline); and guide small-unit leaders toward an objective evaluation of individual and team performance that will develop fully qualified soldiers and increase team versatility. 316
- He must : know that the ability to examine combat behavior objectively and dispassionately is vital to the development of experienced fighters and that the ability to note errors and prevent recurrence is essential to survival in battle. 317
- : recognize that mutual communication among small-unit members that leads to a consensus increases knowledge and confidence even though it may appear to be less orderly and less efficient than more formal one-way instruction from someone in authority. 318

- : habitually hold critiques following an operation and encourage full participation by all small-unit members to identify and correct errors, disseminate useful operational techniques, and make training needs explicit. 319
17. THE IRPL WILL DIRECT AND SUPERVISE THE COLLECTION AND EVACUATION OF SOLDIERS KILLED IN ACTION, MAKE AND REPORT ISOLATED BURIALS WHEN PRACTICABLE IN SITUATIONS THAT PROHIBIT EVACUATION, AND REPORT THE LOCATION OF BODIES HE IS UNABLE TO EVACUATE OR BURY.
- He must : anticipate the occurrence of casualties in remote areas and isolated situations where no medical officer is available, e.g., during extended patrols, at remote patrol bases and security positions. 320
- : when first aid (including artificial respiration and closed-chest heart massage, if indicated) fails to produce any signs of life in any casualty, check for breathing and heartbeat by placing an ear directly against the patient's exposed chest; if no sign of respiration or heartbeat is apparent, pronounce death. (Care of wounded personnel is covered in detail in Annex No. 43: Self-Aid, First Aid, and Evacuation and is not repeated herein.) 321
- : know that failure to evacuate the dead will have an adverse effect on morale and that expedient evacuation or burial of bodies is essential as a sanitary measure. 322
- He will : during the preparation of a body for evacuation or burial, salvage ammunition, rations, and any other useful supplies or equipment; evacuate by mechanical means or destroy any items that would overburden his men to prevent salvage by guerrillas or looters; and ensure that any item of intelligence value is obtained and safeguarded or destroyed. 323
- : when evacuating a body by helicopter, wheeled transportation or other mechanical means that will move directly to a graves registration or medical facility, have the body and personal effects wrapped in a poncho or placed in a rubber bag with both identification tags in place; place the body aboard the vehicle; and report the name, rank, service number, date, place, and circumstances of death to his commander as soon as practicable. 324

He must : when a lack of mechanical means of evacuation and the nature of his mission or the condition of his men prohibit hand-carrying of the bodies of men killed in action, make and report isolated burials when time and circumstances permit; i.e., remove one identification tag, leave the other identification tag in place on the body, wrap the body and personal effects in a poncho, prepare a grave approximately one-meter deep or deeper, cover the body to prevent violation by animals, camouflage the grave to prevent discovery and violation by looters or guerrillas seeking salvage, invoke a brief prayer, and record the location of the grave with eight-place coordinates and description of location with respect to landmarks (polar coordinates). 325

: as soon as practical after making an isolated burial, submit the deceased soldier's identification tag, coordinates of the burial site, and the recorded date and circumstances of death to his commander. 326

He will : prohibit attempts to bury or evacuate the dead when the time and energy required would threaten the accomplishment of his mission or threaten the survival of his men, and report the circumstances in detail to his commander at the earliest practical time to facilitate recovery and disposition of remains. 327

He must : dispel fears of individuals that they may be wounded and abandoned; habitually conduct head counts; and, within the limits imposed by the mission and the situation, search for and ensure that no men are missing in action without aggressive attempts by the other members of the unit to locate and aid them to avoid death or capture. 328

18. THE IRPL WILL RECOGNIZE PERFORMANCES DESERVING OF DECORATIONS FOR VALOR AND OUTSTANDING SERVICE; COLLECT, RECORD, AND FORWARD EVIDENCE OF OUTSTANDING PERFORMANCES; AND FOLLOW THROUGH TO OBTAIN RESULTS FROM HIS RECOMMENDATION.

He must : know and recognize the standards of performance deserving of the award of the Medal of Honor, Distinguished Service Cross, Distinguished Service Medal, Silver Star, Distinguished Flying Cross, Legion of Merit, Soldier's Medal, Bronze Star Medal (for valor or service), Air Medal, Army Commendation Medal, and Purple Heart. 329

- : know that concerted team action is vital to the effective accomplishment of any mission, but recognize that it is often the valorous example of a few aggressive and courageous fighters that spurs team action. 330
- : know that no relationship exists between the rank of an individual and eligibility for any award for valor or service. 331
- He will : as soon as is practical after witnessing or gaining reliable knowledge of any performance deserving of a decoration, collect, record, and forward to his commander the information necessary for processing a formal recommendation, i.e., name, rank, service number, and organization of the candidate for the award and like identification of the witnesses of the action; date, place, and time of the action; and brief descriptions of the action taken by the candidate and the effect of the action upon the unit mission and the survival of friendly personnel as obtained from witnesses. 332
- : prepare recommendations for posthumous awards and awards for attached and supporting personnel and units with the same promptness and attention to detail as devoted to men organic to his platoon. 333
- : know that sincere praise from a respected leader awarded in the presence of other members of the unit (e.g., during critique of an action) will enhance the morale of deserving soldiers and aid to establish high standards of performance for the entire unit; bestow praise as deserved, always with the knowledge that praise must be earned and merited if it is not to be cheapened to the point of worthlessness. 334

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13. ABSTRACT This document is one of a series of research by-products that details the critical skills, knowledges, and performances the infantry rifle platoon leader must possess for effective individual and unit combat performance. The overall goal of the research is to improve officer training in these critical combat skill areas necessary for effective leadership. This document concerns the critical skill requirements in the area of human maintenance under campaign conditions.			

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